The current issue and full text archive of this journal is available on Emerald Insight at:
https://www.emerald.com/insight/2055-6225.htm

Paranoid personality and frontline employee's proactive work behaviours: a moderated mediation model of empathetic leadership and perceived psychological safety

Received 16 May 2020
Revised 23 August 2020
15 November 2020
Accepted 17 November 2020

Shaker Bani-Melhem
College of Business Administration, Management, University of Sharjah, Sharjah, United Arab Emirates
Faridahwati Mohd. Shamsudin
School of Business Administration, Al Akhawayn University, Ifrane, Morocco
Rawan Mazen Abukhait
College of Business Administration, Management, Ajman University, Ajman, United Arab Emirates, and
Samina Quratulain
College of Business Administration, Management, University of Sharjah, Sharjah, United Arab Emirates

Abstract

Purpose – This study expands on research related to the dark side of personality traits by examining how individual dark personality affects proactive work behaviours. Specifically, the authors consider paranoia as a dark personality trait and propose that it negatively relates to perceived psychological safety and indirectly affects frontline employees' (FLEs) willingness to report customer complaints as well as their extra-role customer service. The authors also posit that empathetic leadership is a focal, contextual factor that mitigates the impact of paranoia on perceived psychological safety and, consequently, the willingness to report customer complaints and engage in extra-role customer service behaviour.

Design/methodology/approach – The model was tested on a sample of 252 FLEs using process macro (Hayes, 2017) and AMOS. Data were collected from FLEs working in different hospitality organisations using a time-lagged design; supervisor-rated employee extra-role customer service was also measured.

Findings – The authors found that FLEs with a paranoid personality trait had a lesser sense of psychological safety at work, which reduced their willingness to engage in proactive work behaviours. However, this negative effect was mitigated by the presence of an empathetic leader.

Originality/value – The results are important because research has yet to determine which actions managers should take to counter the negative effects of dark personalities in the workplace.

Keywords Paranoia, Proactive behaviour, Psychological safety, Empathetic leadership, Hospitality and service industry, UAE

Paper type Research paper

Introduction

Within the hospitality industry, frontline employees (FLEs) are responsible for the majority of personal contact with customers and play an essential role in both service quality delivery and the processes involved in service recovery (Pasamehmetoglu *et al.*, 2017). These employees are responsible for customer satisfaction and loyalty because their level of direct communication is crucial to securing both factors. Being able to perform beyond their formal role boundaries (extra-role behaviour) is essential, as their positive connections with customers can lead to customer satisfaction and, subsequently, enhanced organisational

Journal of Service Theory and Practice
Vol. 31 No. 1, 2021
pp. 113-135

2055-6225
DOI 10.1108/JSTP-05-2020-0104

performance (Pasamehmetoglu *et al.*, 2017; Bani-Melhem, 2020). FLEs are also considered to be the organisational-critical channel/source that connects management with customer needs, problems and complaints. Hence, if customer feedback is not effectively communicated, management will remain unaware of highly valuable information. Consequently, we focus on two important FLEs" behavioural outcomes considered crucial to service evaluation and customer satisfaction, namely "employee willingness to report customer complaints" and "extra-role service behaviours". Both can be referred to as proactive behaviours because they involve taking the initiative to improve current workplace circumstances (Crant, 2000; López-Cabarcos *et al.*, 2015).

Past studies tend to emphasise the role that the bright or positive facets of personality traits play in proactive work behaviours (see, for example, Buil *et al.*, 2019; Choi and Hwang, 2019). However, little is known about the influence of the darker aspects of personality traits. To fill this gap, we examine the influence of paranoia as a personality trait. Individuals who are paranoid are distrustful because they feel they are being treated malevolently by other people within the organisation (Kramer, 2001). While individuals are likely to pursue work in an industry that fits their vocational traits (Lyons *et al.*, 2006), they may not always be able to do so, especially in a tight labour market (Dahling *et al.*, 2013). Hence, any organisation, including in the hospitality industry, may employ people with dark personality traits (Furnham *et al.*, 2014). Therefore, they need to understand how such a personality affects the accomplishment of service evaluation and performance so that they can take relevant measures (Bateson *et al.*, 2014). Furthermore, studies on dark personality traits tend to examine their effect on negative work outcomes (Martinez *et al.*, 2008; Owens *et al.*, 2015), but focus less on positive work outcomes (Webster and Smith, 2019).

For organisations to deliver quality services and ensure customer satisfaction, employees should be encouraged to engage in proactive work behaviours (e.g. report customer complaints and exhibit work behaviours outside their role requirements). For this to happen, employees who are distrustful and suspicious of other people need to feel sufficiently psychologically safe to take risks, i.e. they must not fear the adverse consequences of engaging in proactive work behaviours (Kahn, 1990; Edmondson, 1999; Edmondson and Lei, 2014). While psychological safety has been found to result in positive organisational outcomes (Frazier *et al.*, 2017; Guchait *et al.*, 2019), its role as a psychological process explaining why paranoia can influence proactive behaviour has yet to be explored (Webster and Smith, 2019).

A recent call within the literature on dark personality traits has highlighted the need to understand how to eliminate/alleviate unwanted work behaviours triggered by such personality traits (Spain *et al.*, 2014). We consider empathetic leadership behaviours because a leader who shows empathy can develop an emotional/psychological tie with subordinates and demonstrate a personal interest in their welfare, alongside considering them as organisational assets (Kock *et al.*, 2019). We are interested to know whether, under such leadership, employees feel that it is worthwhile or even safe to report complaints, make suggestions and go beyond their formal role boundaries to improve operations and performance (e.g., Haynie *et al.*, 2019; Kock *et al.*, 2019). Furthermore, research on empathetic leadership remains at a relatively early stage, despite having a rich theoretical history (Kock *et al.*, 2019) and despite the much extant literature on the role of empathy in transformational leadership (Miller, 2009). As empirical evidence on the outcomes of this leadership style is relatively scarce, particularly in the hospitality industry, our study could fill the gap. Besides, investigating the boundary conditions of empathetic leadership has serious theoretical and practical implications.

To recap, our study aims to fulfil the following objectives: (1) to examine the influence of a paranoid personality on proactive work behaviours, specifically the willingness to report customer complaints and engage in extra-role work behaviour, (2) to investigate the role of psychological safety as a linking mechanism between the two and (3) to observe the role of

empathetic leadership in mitigating the negative effects of a paranoid personality on proactive work behaviours via perceived psychological safety. Our proposed model, shown in Figure 1, builds on the trait activation theory (Tett and Gutterman, 2000) and a person-situation interactionist framework (Mischel and Soda, 1995). The proposed integrated model could offer a more comprehensive assessment of how leadership and individual personality influence employee attitudes and work behaviour.

This paper is organised as follows: the literature review presents the key concepts and their relationships and is followed by a brief discussion of the method. The data analysis and results are then offered through the lens of the theory and past studies. The discussion outlines the theoretical and practical implications of the present study, describes its limitations and suggests directions for future research.

Literature review, theory and hypotheses

According to Furnham *et al.* (2013), the literature on dark personality traits has been rapidly expanding since the original work of Paulhus and Williams (2002). In their paper, the authors focused on three aversive personalities – though still within the normal range of functioning – that feature significantly within the literature, i.e. the "dark triad of personality": narcissism, machiavellianism and psychopathy. Scholars have since recommended that other dark personalities be added to the list. For instance, Paulhus (2014) suggested sadism as the fourth personality, turning the dark triad of personality into a dark tetrad. Since then, extensive research has been conducted to explore these dark personalities further.

Paulhus (2014) asserted that the term "dark personalities" refers to "a set of socially aversive traits in the subclinical range. Not extreme enough to invite clinical or forensic attention, they can get along (even flourish) in everyday work settings, scholastic settings, and the broader community" (p. 421). According to Chamorro-Premuzic *et al.* (2015), these personalities are called "dark" because of their malevolent qualities. Previous research (Thomaes *et al.*, 2017) highlighted that paranoia is conceptually distinct from dark triad because individuals high on dark triad strive for social dominance and tend to exploit others to serve their own goals. Paranoid is a general suspicious distrusting personality, and individuals high on paranoia feel threatened in uncertain situations which incite fear or trouble. A paranoid personality, within the subclinical range, could also qualify for Paulhus's (2014) definition, being a trait that is said to exist in a normal population (Hogan, 1995).

The paranoid personality trait has been widely examined by clinical psychologists (Van Quaquebeke, 2016); however, it has largely been omitted from micro-organisational research, possibly because it is considered a dark aspect of personality (see, for example, Wood *et al.*, 2010; Spain *et al.*, 2014), and many organisations may want to avoid dealing with employees who possess such a trait (Chan and McAllister, 2014). Paranoia can be a state or personality

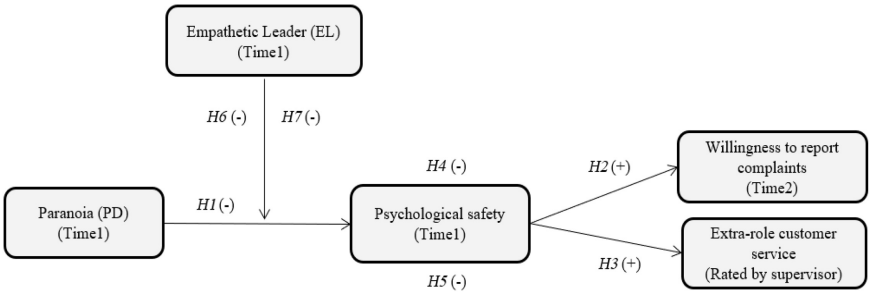

Figure 1.
Hypothesized model

trait factor (Chan and McAllister, 2014). A paranoid personality trait may be described as the "kinks" of a personality that may cause a person to function in a clinically impaired fashion (as a personality disorder would) and also influence how they function in their everyday life (e.g. working life) in a fashion serious enough to require more investigation (Spain *et al.*, 2014). Individuals with such a trait "believe that the harm is occurring or going to occur to him or her and the persecutor has the intention to cause harm" (Freeman, 2007, p. 427). Moreover, the organisational literature has also highlighted paranoia as the "heightened and exaggerated distrust that encompasses an array of beliefs including organisational members' perceptions of being threatened, harmed, persecuted, mistreated, disparaged, and so on by malevolent others within the organisation" (Kramer, 2001, p. 6). A person who is paranoid can be cynical, distrustful, doubtful of others' true intentions and suspicious of criticism (Chan and McAllister, 2014; Spain *et al.*, 2014).

Paranoia tends to be linked with over activity, emotional instability and undesirable effects (Miller, 2003; Spain *et al.*, 2014). People who score high on paranoia tend to be emotionally over-responsive and encounter difficulties when trying to calm down (Freeman *et al.*, 2012). Due to their strong response to emotional stimuli, they frequently consider normal situations to be potential and unmanageable threats (Chan and McAllister, 2014; Miller, 2003). Also, as people with a paranoid personality frequently perceive compliments as criticism, they hold long-term resentments for these perceived insults and are quick to adopt aggressive actions in return (American Psychiatric Association, 2000). Because of these characterisations, investigating the paranoia personality is relevant in a service context (Lopes *et al.*, 2019), as emotional stability of FLEs in this context is essential for effective delivery of services to customers, who are the lifeblood of service organisations (Walsh *et al.*, 2019). For instance, employees who have such a personality may not be able to calm down when encountering difficult and rude customers and may respond in a way that escalates the conflict, and, hence, hurting organisational effectiveness even further. Furthermore, the assessment of paranoia is more appropriate as compared to dark triad characteristics (machiavellianism, narcissism and psychopathy) because the service delivery context demands emotional stability and FLEs" level of paranoid personality can be a useful predictor of this important competency. Dark triad characteristics of individuals determine their inclination to indulge in social influence and manipulation tactics to attain personal benefits (Rauthmann and Kolar, 2012). Our focus on frontline jobs makes these characteristics less relevant because nature of job does not provide opportunities for social influence or manipulation for personal benefits. Assessment of these characteristics are more relevant for the leadership positions where job nature allows leaders to engage in manipulation, feelings of grandiosity, demonstration of lack of empathy, etc. (Furnham *et al.*, 2013; Furtner *et al.*, 2017)

Paranoia trait and psychological safety

The notion of psychological safety was presented half a century ago by Schein and Bennis (1965) in respect to organisational behaviours; however, empirical studies have only flourished over the last few years (Frazier *et al.*, 2017). Psychological safety refers to how someone perceives the consequences of interpersonal risks in certain contexts, including at work (Edmondson, 1999; Edmondson and Lei, 2014), as well as how far they perceive themselves to be free to express their true selves, such as their beliefs and ideas, without negatively affecting their self-image or endangering their future career (Liang *et al.*, 2012). Previous research argued that psychological safety is a crucial factor in understanding work-related phenomena, such as team learning, teamwork, voice and organisational learning (Edmondson and Lei, 2014). This is because when employees feel psychologically safe, they will likely feel more confident that their behaviour is safe and will not be worry of negative

consequences, which in turn encourage them to engage in proactive work behaviours such as voice up their suggestions, concerns, ideas and self-expression (Zhao *et al.*, 2010). Kahn (1990) indicated that psychological safety is also an important condition for employees to feel committed and attached to their work. Previous research has shown that employees who enjoy psychological safety feel able to grow, develop, make contributions and perform effectively in a dynamic and rapidly changing environment (Edmondson and Lei, 2014; Frazier *et al.*, 2017). Others have also demonstrated that psychological safety affects job performance (Javed *et al.*, 2019).

We speculate that a paranoid person will be less likely to feel psychologically safe at work and will be less likely to take interpersonal risks. This is because a paranoid person tends to be distrustful and suspicious of other people, making them feel uncomfortable working with others. They may also perceive the work environment itself as threatening. As a result, they are less likely to take interpersonal risks while working with other employees because they fear about the adverse consequences to their self-esteem, reputation or career (Kahn, 1990; Edmondson, 1999; Edmondson *et al.*, 2004; Edmondson and Lei, 2014). Therefore, we predict the following:

H1. The paranoia trait negatively affects psychological safety.

Psychological safety, extra-role behaviour and willingness to report customer complaints

Job performance is postulated to consist of two key facets, namely task and contextual performance (Borman and Motowidlo, 1997). Task performance refers to what employees *must* do as part of their formal job requirements, whereas contextual performance concerns what employees *ought* to do to improve organisational effectiveness. In this study, we focus on the latter because of its theoretical relevance to psychological safety. Specifically, contextual performance refers to voluntary employee behaviour that is not a formal requirement of their employment and involves assisting others and offering them cooperation to achieve organisational aims (Boorman and Motowildo, 1997). By implication, exhibiting voluntary or discretionary behaviour represents employee proactivity because it signifies a self-initiated behaviour to improve organisational effectiveness (Van Dyne and LePine, 1998).

In this study, we consider two types of proactive behaviour: extra-role behaviour and the willingness to report customer complaints. Willingness to report customer/service complaints can be defined as the likelihood that FLEs will report or share with management the complaints raised by the customers (Luria *et al.*, 2009; Walsh *et al.*, 2015; Hu *et al.*, 2016). An employee's willingness to do so is essential because it helps the management to recover from possible service failures caused by customer complaints and identify the best practices/processes for improving future service quality and reducing the likelihood of further complaints (Walsh *et al.*, 2015). Extra-role behaviour, on the other hand, refers to personal discretionary behaviours in delivering customer service that goes above and beyond the role's requirements (Bettencourt and Brown, 1997; Bani-Melhem, 2020). Providing extra-role customer service is critical for helping customers to contact employees and correcting service failures, as well as avoiding deleterious word of mouth (Geng *et al.*, 2018; Bani-Melhem, 2020). Both types of behaviour are forms of discretionary citizenship behaviour (Luria *et al.*, 2009; Liang *et al.*, 2012). These facets reflect proactive behaviour because they are outside the scope of the role required, but they aid group and organisational functioning (Grant and Ashford, 2008). This is particularly the case in the hospitality industry, where such proactive behaviour, which is often referred to as proactive customer service behaviour – defined as "self-started, long-term-oriented, and persistent service

behaviour" (Rank *et al.*, 2007, p. 366) – has a significant bearing on the perceived quality of service delivery and, hence, customer experience and satisfaction (Bani-Melhem *et al.*, 2018).

Both types of proactive behaviour can be considered an outcome widely linked to psychological safety (Hirak *et al.*, 2012). There are possible risks associated with speaking up or reporting customer complaints and engaging in extra-role behaviour. Going beyond the formal job role risks, the ability of FLEs to complete their required tasks (Frazier and Tupper, 2018) while reporting customer complaints about service and workplace inefficiencies could also damage working relationships (Gao *et al.*, 2011). For instance, reporting customer dissatisfaction with a colleague who fails to deliver the expected services will harm the collegial relationship at work. Similarly, employee may hesitate to report customer complaints, as doing so might give indication that he/she is not able to effectively serve customer needs and this might negatively effect on his/her performance evaluation. Experiencing these challenges will likely to drive employees to perform in their own interests, at the expense of their organization interests (i.e. not for reporting complaints). Because of these potential risks, employees are likely to assess any potential pitfalls before deciding whether to engage in proactive behaviours (Frazier and Fainshmidt, 2012; Frazier and Bowler, 2015). However, psychological safety reduces the possible deleterious consequences of making errors or taking the initiative (Edmondson, 1999), which should allow employees to concentrate more on those elements that enhance their performance of these tasks (Mayer and Gavin, 2005). Psychological safety fosters an environment in which employees feel empowered to take risks and initiatives at work (Edmondson, 1999). Previous research found that psychological safety is an important determinant for encouraging employees to share their information, ideas and knowledge as well as to voice their opinion, suggestions and concern for work improvement (Liang *et al.*, 2012; Wang *et al.*, 2018). Thus, drawing on past research, we expect that psychological safety will motivate employees to report customer complaints and engage in extra-role customer service because psychological safety is a necessary condition for employees to invest their physical, emotional and cognitive resources in accomplishing their job (Christian *et al.*, 2011). When employees feel safe that their action will not hurt their self-image or status or endanger their career prospect in the organization (Kahn, 1990), they are likely to take the risks to report customer complaints, offer recommendations and even attempt to change the status quo in terms of operations (Walumbwa and Schaubroeck, 2009).

Therefore, we predict the following:

H2. Psychological safety positively relates to willingness to report customer complaints.

H3. Psychological safety positively relates to extra-role customer service.

Psychological safety as a mediator

Several scholars have highlighted the need for additional research to investigate the potential moderators and mediators that could justify the influence of dark personality on work-related outcomes (e.g. Spain *et al.*, 2014; Webster and Smith, 2019). Consistently, this study applies psychological safety as a mediator between a paranoid personality and proactive employee work behaviours by building on the trait activation theory. This theory proposes that a personality trait corresponds to "the typical functional level of the underlying psychological processes responsible for generating the emotional, motivational, cognitive, and behavioural states associated with that trait" (p. 37).

In line with this theory, we argue that the negative effect of dark personality traits on proactive employee work behaviours is the result of the psychological process of psychological safety. Specifically, employees with a paranoid personality are likely to disengage from proactive work behaviours, such as reporting customer complaints and

performing extra-role work behaviours because this personality trait engenders the feeling of being unsafe at work. When employees feel unsafe, they are likely to assess the risks associated with their tasks and avoid displaying proactivity, such as going the extra mile to provide customer services because they believe that doing so would harm them (Milliken *et al.*, 2003; Liang *et al.*, 2012). Thus, they are less likely to be willing to contribute to the ideas and actions of a shared enterprise (Edmonson and Lei, 2014, p. 24). We expect that psychological safety, therefore, mediates this relationship because it has been found to predict employee behaviour (Miao *et al.*, 2019). Other researchers have also suggested and employed psychological safety as an important bridge to connect employee personality traits with behavioural consequences (Walumbwa and Schaubroeck, 2009). For example, Kong (2016) found that paranoia reduces an employee's voice and triggers workplace withdrawal. Hence, we hypothesise the following:

H4. Psychological safety mediates the relationship between paranoia and willingness to report complaints.

H5. Psychological safety mediates the relationship between paranoia and extra-role customer service.

Empathetic leadership as a moderator

There is some debate about whether individual dark personality traits and their behavioural work outcomes can change (Burke, 2006). Considerable research has indicated the lifespan developmental trends related to the bright side of personality (Roberts *et al.*, 2006), but can the same be said for dark personality traits? It has been proposed that changes in dark personality traits are indeed possible (Hogan *et al.*, 1994). Existing research has suggested that interventions targeted at individual personality factors can lessen the associated negative behaviours (Webster and Smith, 2019), signifying an opportunity for organisational factor interventions into dark personality traits to reduce undesirable consequences (Spain *et al.*, 2014).

Past research has consistently demonstrated the significant role of a supportive work environment, such as leadership support, in encouraging positive and proactive work behaviours (Kim and Carlson, 2016; Sok *et al.*, 2018). The perceived organisational support theory also underscores the crucial role of support at work to enhance employee performance (Kurtessis *et al.*, 2017). Because leadership behaviours can engender a work setting that affects individual behaviours (Popli and Rizvi, 2017; Webster and Smith, 2019), they are expected to play an important role in lessening the negative behaviour related to such dark personality traits. Numerous facets of leadership within organisational settings can be the reason behind a range of different types of leadership (Bass and Avolio, 1994). In this regard, researchers and practitioners have been trying to explore the most effective leadership style that affects employee behaviours and determine whether the employees feel that it is worthwhile or safe to report complaints, make suggestions and go beyond their formal role boundaries to improve operations and performance (e.g. Haynie *et al.*, 2019; Kock *et al.*, 2019).

Of these leadership studies, empathetic leadership stands out as one of the most idealised leadership styles. It is defined as the ability to recognise and understand a follower's experiences and, simultaneously, be emotionally supportive and make others feel secure (Edmondson and Lei, 2014; Kock *et al.*, 2019). An empathetic leader creates an emotional/psychological tie with subordinates, demonstrates a personal interest in their welfare and considers them as an organisational asset (Kock *et al.*, 2019). Leaders who show a capacity for empathy have been said to show "love in action" (Lam, 2017), focussing solely on addressing followers' needs, taking their feelings into account and

acting in a way that satisfies their needs and wants (Kock *et al.*, 2019). With a better awareness of a follower's needs, an empathetic leader can specify intervention methods to enhance weak performance or increase good performance (Gavin *et al.*, 1995; Kingsley Westerman *et al.*, 2018). Providing the right supportive strategies and offering valuable feedback will make the followers more confident and self-reliant, enhance their psychological safety and improve their creative performance (House and Rizzo, 1972; Mayfield, 2009; Mayfield and Mayfield, 2012). Thus, an empathetic leader generates two sources of workplace support: instructional and emotional.

Based on the trait activation theory, we propose that the combined effect of a paranoid personality trait and empathetic leadership is likely to increase the psychological safety of employees, thereby encouraging them to perform extra-role behaviours and be more willing to report customer/service complaints. The trait activation theory (Tett and Guterman, 2000; Tett and Burnett, 2003) and similar personality theories, such as the cognitive-affective system theory of personality (Mischel and Shoda, 1995, 1998), contend that individuals are attentive to circumstances that trigger their personalities by activating key psychological processes. Specifically, the trait activation process takes place when the situation is related to a person's goals and values, together with the context in which they wish to be presented. Such situations create pressure, motivating the person to behave according to their personality type by engaging in trait-expressive work behaviours (Murray, 1938).

The trait activation theory presents a person-situation interactionist model of job performance (Mischel and Shoda, 1995). This model outlines the conditions in which performance can be predicted by personality traits and contends that these traits can be seen as work behaviours in response to trait-relevant situational cues (Tett and Burnett, 2003). Specifically, "[a] situation is relevant to a trait if it is thematically connected by the provision of cues, responses to which (or lack of responses to which) indicate a person's standing on the trait" (Tett and Burnett, 2003, p. 502). Therefore, there must be a thematic correspondence between the trait's behaviours and the situational demand, i.e. individuals' traits predispose them to engage in a certain set of behaviours with specific situational cues. In other words, personality traits, when combined with trait-relevant situational factors, can provide a basis for predicting workplace behaviour (Tett and Burnett, 2003). Empathetic leadership is proposed here as a relevant moderator because we theorise that it will activate/deactivate individual personality traits, such as paranoia, making it more likely for employees to engage in proactive behaviours (i.e. a willingness to report customer complaints to the management and engaging in extra-role behaviour) thanks to psychological safety. Therefore, we formulate the following hypotheses:

H6. Empathetic leadership moderates the relationship between paranoia and the willingness to report customer complaints (via psychological safety) such that this relationship becomes weaker when empathetic leadership is high.

H7. Empathetic leadership moderates the relationship between paranoia and extra-role customer service behaviour (via psychological safety) such that this relationship becomes weaker when empathetic leadership is high.

The above hypotheses are captured in Figure 1. The model examines the underlying mechanism and the boundary conditions of why and how a paranoid personality trait influences the proactive behaviours of employees in the workplace. Specifically, we propose that employees who feel psychologically unsafe due to their paranoid personality traits are less likely to engage in proactive behaviours; however, having an empathetic leader is likely to encourage them to demonstrate proactivity at work because such a leader offers them the necessary support.

Method

Participants and procedures

The study participants were FLEs employed at hospitality organisations in the United Arab Emirates (UAE), who provided direct services to customers. The data were accumulated using a questionnaire, initially prepared in English and then translated into Arabic. A back-translation process (Brislin, 1970) was used to check the questionnaire's accuracy. Both the personal and professional contacts of the researchers were exploited to facilitate access to the targeted organisations. Each copy of the survey was accompanied by a cover letter explaining the intention and goals of the research, and all potential participants were offered a guarantee that their answers would remain confidential and anonymous. Assurances were also offered that the research team would be the only people who would be able to access the responses and that all the data would be aggregated prior to publication.

The data were collected using a paper-based survey conducted over three rounds. The first two rounds, with a two-week time lag in-between, were sent to FLEs, and the third round was sent to the supervisors immediately after the second round of employee surveys. Data from multiple sources (that is, from FLEs and their supervisors) and the time-lag research design were employed to mitigate issues related to common method bias (Podsakoff *et al.*, 2003) and generate useful information on the intricate relationship between the variables examined in this research.

We received 312 completed responses to the 400 surveys distributed in the first round. After two weeks, we contacted the 312 participants for the second survey round and received 252 completed responses. We also collected 252 completed surveys from their supervisors concerning FLEs' extra-role customer service. Hence, the study achieved an overall response rate of 63%. The majority of participants were aged between 21 and 30 years, 50.6% were male, 63% had a bachelor's degree and they had worked an average of 1–10 years in the industry.

Measurements

Valid and reliable measures were adopted from established scales based on the criteria that these measures are widely used. We used scales ranging from one (strongly disagree) to five (strongly agree) for all key variables of the study. The measurement of the key variables is described below.

Willingness to report customer complaints: The concept was operationalised by four items adapted from the work of Luria *et al.* (2009). Sample items include "I report to management about incidents in which customers complain about serious problems". This construct has been adopted, used and validated in past research (see, for example, Walsh *et al.*, 2015) and has a reported alpha reliability above 0.7.

Extra-role behaviour (rated by the supervisor): The concept was operationalised by five items adapted from previous research (Bettencourt and Brown, 1997). Sample items include "This employee voluntarily assists customers even if it means going beyond job requirements". This construct has been adopted, used and validated in past studies (Garg and Dhar, 2016), and the construct reliability of the scale is above 0.7.

Paranoia: The six-item measure of Derogatis and Melisaratos's (1983) Brief Symptom Inventory was used to measure this personality trait. Sample items include "Feeling that most people cannot be trusted", "Feeling that you are watched or talked about by others" and "Feeling that people will take advantage of you if you let them". This construct has been adopted, used and validated by past research (see, for example, Kong, 2016) and has reported alpha reliability above 0.7.

Psychological safety: We used a five-item scale to measure the concept of psychological safety (Brown and Leigh, 1996; May *et al.*, 2004). Sample items include "In my work unit,

expressing your true feelings is welcomed". This construct has been adopted, used and validated in past research (see, for example, Liang *et al.*, 2012) and has reported alpha reliability above 0.7.

Empathetic leadership: We employed a five-item scale (Mayfield and Mayfield, 2016; Mayfield *et al.*, 2017) to measure this concept. Sample items include "My supervisor shows trust in me" and "My supervisor shows concern about my job satisfaction". This construct has been adopted, used and validated in past research (see, for example, Kock *et al.*, 2019) and has reported alpha reliability above 0.7.

Results

We performed a series of confirmatory factor analyses (CFA) using AMOS 20 (Hair *et al.*, 2011) and hypotheses testing using process macro (Hayes, 2017). Based on the CFA analysis, the results of convergent validity and internal reliability are presented in Table 1.

Table 1 shows that one item from psychological safety (PS) and two items from paranoid (PD) were removed because they had standardised loadings less than 0.50. Once removed, each remaining item showed a factor loading above 0.5, as recommended by Hair *et al.* (2006). The loading ranges from 0.53 to 0.87. The average variance extracted (AVE) is in the range of 0.52 and 0.60. The values are all above the recommended value of 0.5 (Hair *et al.*, 2010). Composite reliability (CR) also ranges from 0.77 to 0.88. The values are higher than the recommended value of 0.6 (Hair *et al.*, 2010). In addition, to measure the internal reliability, Cronbach's alpha analysis was conducted. The values range from 0.76 to 0.88, i.e. above the threshold of 0.7. Table 2 illustrates the results of discriminant validity, as well as descriptive statistics.

Table 2 indicates that for each construct, the square root of the AVE values is higher than the correlations of that construct with the other constructs' values. The constructs' correlations are also all lower than 0.85, ranging from −0.36 to 0.45, representing satisfactory discriminant validity between the study constructs (Kline, 2015). Table 2 also presents the study constructs' descriptive statistics, including the mean and standard deviation. Willingness to report complaints (WTRC) has the highest mean value, while the paranoia (PD) construct has the lowest mean.

Table 3 presents the model comparisons for the measurement model. The baseline (five-factor) model was compared with the one-factor, two-factor, three-factor and four-factor models, and our five-factor model offers the best fit compared to the alternative models.

Construct	No. of items	Factor loading range	Average variance extracted (AVE)	Composite reliability (CR)	Internal reliability Cronbach alpha
Empathetic leadership (EL)	5[a]	0.66–0.82	0.60	0.88	0.89
Psychological safety (PS)	4[b]	0.53–0.87	0.59	0.85	0.84
Willingness to report complaints (WTRC)	4	0.64–0.85	0.53	0.82	0.81
Extra-role customer service (ESC)	5[a]	0.66–0.86	0.58	0.87	0.88
Paranoid (PD)	5[c]	0.65–0.77	0.54	0.78	0.77

Table 1.
Internal reliability and convergent validity

Note(s): [a]EL1 and EL2, as well as ESC4 and ESC5, were mutually linked to each other because of the high within error covariance; [b]PS5 was removed from the model because of insufficient factor loading below cut-off 0.5; [c]PD1 and PD4 were removed from the model because they lowered the reliability to less than 0.70

Hypotheses testing

Table 4 and Figure 3 shows the results of the regression analysis. Hypothesis 1 predicts the negative effect of paranoia on psychological safety. As shown in Table 4 model 2, the effect of paranoia on psychological safety is negative and significant ($\beta = -0.20$, $p < 0.01$). Thus, hypothesis 1 is supported. Hypothesis 2 predicts the positive effect of psychological safety on willingness to report complaints. Table 4 model 6 shows that the effect of psychological safety on willingness to report complaints is positive and significant ($\beta = 0.18$, $p < 0.01$). Thus, hypothesis 2 is supported. Hypothesis 3 predicts the positive effect of psychological safety on extra-role customer service. Table 4 model 9 shows that the effect of psychological safety on extra-role customer service is positive and significant ($\beta = 0.16$, $p < 0.05$). Thus, hypothesis 3 is supported.

Hypotheses 4 and 5 predict the mediating effect of psychological safety in the relationship between paranoia and willingness to report complaints and extra-role customer service. Process macro (model 4) was used to assess the mediating hypotheses. Drawing on recent findings on mediation analysis (Zhao *et al.*, 2010), bootstrapped 95% confidence interval (CI) estimates were used. The results show that paranoia has a significant, negative and indirect effect on willingness to report complaints (WTRC) ($\beta = -0.04$, SE = 0.02, CI:[−0.11, −0.01])

Construct	Mean	SD	EL	PS	WTRC	ESC	PD
Empathetic leadership (EL)	3.92	0.99	*0.78*				
Psychological safety (PS)	3.65	0.88	0.46	*0.77*			
Willingness to report complaints (WTRC)	4.10	0.79	0.42	0.27	*0.73*		
Extra-role customer service (ESC)	3.65	1.10	0.32	0.27	0.26	*0.77*	
Paranoid (PD)	2.58	0.97	−0.37	−0.27	−0.24	−0.20	*0.73*

Note(s): Diagonals represent the square root of the average variance extracted, while the other entries represent the square correlations

Table 2. Discriminant validity and descriptive statistics

	Measurement Model#1	Measurement Model#2	Measurement Model#3	Measurement Model#4	Measurement Model#5
CMIN (χ^2)	1351.39	1055.24	904.06	571.44	260.13
Df	187	186	184	181	177
p-value	0.00	0.00	0.00	0.00	0.00
χ^2/df ≤ 5.00	7.23	5.67	4.91	3.16	1.47
GFI ≥ 0.80	0.60	0.66	0.69	0.79	0.91
AGFI ≥ 0.80	0.51	0.58	0.61	0.73	0.88
CFI ≥ 0.90	0.52	0.64	0.71	0.84	0.97
TLI ≥ 0.90	0.46	0.60	0.66	0.81	0.96
IFI ≥ 0.90	0.53	0.65	0.78	0.84	0.97
RMSEA ≤ 0.10	0.16	0.14	0.13	0.10	0.05

Note(s): GFI = Goodness-Of-Fit statistic; AGFI = Adjusted Goodness-Of-Fit statistic; CFI = comparative fit index; TLI = Tucker–Lewis index; IFI = Incremental Fit Index; RMSEA = Root Mean Square Error of Approximation -Model-1: All items load on one factor Model-2: Two factors model, items of paranoia (PD), psychological safety (PS) and empathetic leadership (EL) load on one factor. Items of willingness to report complaints (WTRC) and extra-role customer service (ECS) load on second factor -Model-3: Three factors model, items of PS and EL load on one factor and items of ECS and WTRC load on second factor and items of PD load on third factor -Model-4: Four factors model, items of ECS and WTRC load on one factor, while items for PS, EL and PD load on their respective factors -Model-5: Five factors model, items of PD, EL, PS, WTRC and ECS load on their respective factors

Table 3. Goodness of fit results for the alternative measurement models

Variables	Psychological safety (PS)			Willingness to report complaints (WTRC)			Extra-role customer service (ECS)		
	Model 1	*Model* 2	*Model* 3	*Model* 4	*Model* 5	*Model* 6	*Model* 7	*Model* 8	*Model* 9
Control Variables									
Age	0.01	0.01	0.01	0.03	0.02	0.02	0.01	0.02	0.01
Gender	−0.05	−0.06	−0.05	0.08	0.06	0.07	0.16	0.14	0.16
Experience	0.06	0.03	0.02	0.07	0.07	0.06	0.03	0.02	0.01
Education	0.12	0.11	0.12	0.02	0.05	0.02	0.13	0.16	0.13
Independent variable									
Paranoia (PD)		−0.20**	−0.24**		−0.16**	−0.11*		−0.17*	−0.12
Moderator variable									
Empathetic leader (EL)		0.22**	0.20**						
Interaction									
PD x EL			0.17**						
Mediator									
Psychological safety (PS)						0.18**			0.16*
F- value	1.04	6.98**	7.18**	1.34	3.11*	4.22**	0.88	1.84	2.25*
R^2	0.02	0.15**	0.18**	0.02	0.06**	0.10**	0.02	0.04*	0.06*
ΔR^2		0.13**	0.03**		0.04**	0.04**		0.02*	0.02*

Note(s): $N = 252$; $^{**}p < 0.01$, $^{*}p < 0.05$

Table 4.
Regression results

and extra-role customer service ($\beta = -0.04$, $SE = 0.02$, CI:[−0.10, −0.01]). As the confidence intervals do not include zero, hypotheses 4 and 5 are supported.

Hypotheses 6 and 7 predict the moderated mediation hypotheses. A moderating effect of empathetic leadership was hypothesised on the indirect effects of paranoia on the willingness to report complaints and extra-role customer service via psychological safety. Process macro model 7 was used to assess these hypotheses. Table 4 and model 3 show that empathetic leadership significantly influences the negative relationship between paranoia and psychological safety ($\beta = 0.17$, $p < 0.01$). We plotted the interaction effect to determine the relationship between paranoia with psychological safety at high (+1 SD) and low (−1 SD) levels of empathetic leadership. As shown in Figure 2, paranoia is more strongly related to psychological safety when empathetic leadership is low.

The conditional indirect effect of paranoia on WTRC (through psychological safety) was assessed at two values of empathetic leadership, namely at 1 SD below and at 1 SD above the mean. The result in Table 5 shows that the indirect effect is significant at low levels of empathetic leadership ($\beta = -0.07$, bootstrap 95% CI = [−0.15, −0.02]), but non-significant at high levels of empathetic leadership ($\beta = -0.01$, bootstrap 95% CI = [−0.06, 0.01]). The index of moderated mediation is also significant; these results suggest that the indirect effect of paranoia (through psychological safety) on WTRC is particularly strong under low compared to high levels of empathetic leadership. Thus, hypothesis 6 is supported.

The conditional indirect effect of paranoia on extra-role customer service (ECS) (through psychological safety) was assessed at two values of empathetic leadership, namely at 1 SD below and 1 SD above the mean. The result in Table 6 illustrates that the indirect effect is significant at low levels of empathetic leadership ($\beta = -0.07$, bootstrap 95% CI = [−0.17, −0.00]), but non-significant at high levels of empathetic leadership ($\beta = -0.01$, bootstrap

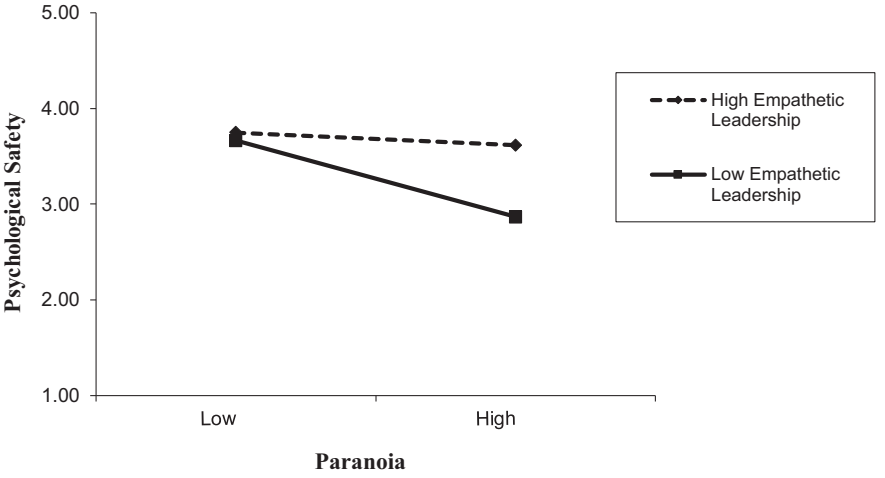

Figure 2.
Moderation effect of Empathetic Leadership (EL)

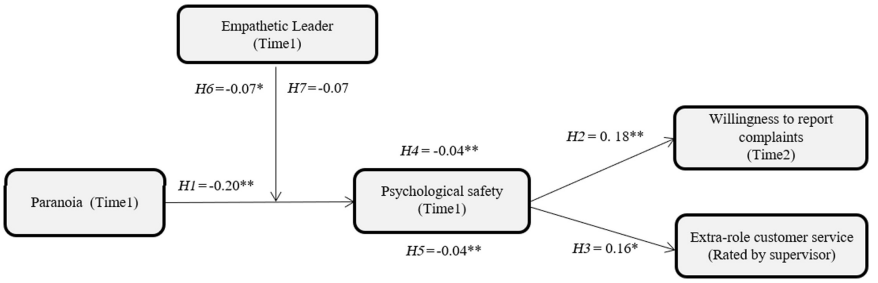

Figure 3.
The results of hypotheses testing

Moderator	Effect	Boot SE	Boot LLCI	Boot ULCI
Low empathetic leadership	−0.07	0.03	−0.15	−0.02
High empathetic leadership	−0.01	0.02	−0.06	0.01
Index of moderated mediation				
Mediator	Index	SE(Boot)	Boot LLCI	Boot ULCI
Psychological Safety (PS)	0.03	0.02	0.01	0.07

Note(s): $N = 252$; Values for the moderator are plus/minus one SD from mean

Table 5.
Conditional indirect effect of paranoia (PD) on willingness to report complaints (WTRC) via psychological safety (PS) at high and low values of empathetic leadership (EL)

95% CI = [−0.06, 0.01]). Hayes (2015, p. 11) notes that "a bootstrap confidence interval for the index of moderated mediation that does not include zero provides more direct and definitive evidence of moderation of the indirect effect". As shown in Table 6, the bootstrap confidence interval for the index of moderated mediation includes zero, and thus hypothesis 7 is not supported.

Discussion

Our findings confirm the relevance of the dark side of personality traits for employee attitude and behaviour, which has thus far not been widely researched in organisational/management studies. Indeed, researching dark personality traits presents a theoretically significant approach because it goes beyond the commonly researched topic of the bright side of a personality, especially the Big Five (Spain *et al.*, 2014). Second, although scholarly interest in dark personality and its effect on organisations is growing, researchers tend to limit their focus on the dark triad of personality, i.e. psychopathy, machiavellianism and narcissism (Furnham *et al.*, 2013). Our study further contributes to the body of the current knowledge by investigating another form of dark personality, namely paranoia, and its influence on work-related behaviour. Specifically, we reveal the significant influence of paranoia on employees' willingness to report customer complaints to management and their engagement in extra-role behaviours. Such proactive behaviours are sanctioned by the organisation because they aid in the achievement of organisational goals. In the hospitality context, such frontline employee behaviours are likely to make a significant difference to the perceived quality of the delivered service and, hence, enhance customer satisfaction. Customers are likely to feel that they are well taken care of by the organisation through the display of such frontline employee behaviour.

However, such proactive behaviours could be hindered when FLEs are distrustful of other people and feel they are not being treated well by them. As a result, they do not feel psychologically safe in their work environment and will be less likely to take risks by engaging in tasks beyond their formal job requirements. To mitigate such a consequence, a leader has to be empathetic about the employee's situation and provide the necessary emotional, psychological and instructional support so that the individual in question can perform to the best of his/her abilities, thereby achieving the quality of service that meets customer needs and expectations. Being an empathetic leader in this context is crucial, as it implies that employees, regardless of their personality predisposition, can be coached and developed to meet organisational goals and expectations. That is, rather than seeing an employee in a negative light because of the dark personality trait, or traits, they possess, viewing them as someone who has the relevant capabilities and resources to contribute effectively to organisational goals and objectives is more functional. Seeing an employee from this perspective signifies the essential role of organisational leadership in recognising the limitations employees have and providing the necessary support and guidance, which is consistent with the perceived organisational support theory (Rhoades and Eisenberger, 2002).

In particular, the evidence suggesting that empathetic leadership can indirectly mitigate the adverse effects of paranoia on employee willingness to report customer complaints is insightful. The presence of an empathetic leader who provides emotional support and

Table 6.
Conditional indirect effect of paranoia (PD) on extra-role customer service (ECS) via psychological safety (PS) at high and low values of empathetic leadership (EL)

Moderator	Effect	Boot SE	Boot LLCI	Boot ULCI
Low empathetic leadership	−0.17	0.04	−0.17	−0.00
High empathetic leadership	−0.01	0.02	−0.06	0.01
Index of moderated mediation				
Mediator	**Index**	**SE(Boot)**	**Boot LLCI**	**Boot ULCI**
Psychological Safety(PS)	0.03	0.02	−0.01	0.09

Note(s): $N = 252$; Values for the moderator are plus/minus one SD from mean

resources is a key to ensuring that customer service delivery is resolved and recovered following customer complaints. In the hospitality industry, making sure that customer service recovery is addressed is essential to meeting and enhancing customer satisfaction and ensuring continued loyalty (Hu *et al.*, 2016; Van Vaerenbergh and Orsingher, 2016). According to the job demands-resources model (Bakker and Demerouti, 2007), job performance is delivered when individuals have the resources to accomplish their job. Aside from personal resources, however, a dark personality, such as paranoia, could inhibit employees from effectively performing their job. An empathetic leader could serve to fill the void in the personal resources required for the employees to accomplish their job performance effectively. Hence, the presence of such a leader would provide the necessary support to FLEs to communicate customer concerns to the management, thereby ensuring continued success in customer service delivery and enhancing organisational performance (Hu *et al.*, 2016; Van Vaerenbergh and Orsingher, 2016).

Unexpectedly, we did not find evidence that empathetic leadership moderates the indirect effect of paranoid personality on extra-role behaviour. Considering that the supervisor rated the extra-role behaviour of the FLEs in this study, we speculate that the employees and supervisors could have perceived extra-role behaviour differently. The HR literature suggests some errors a rater may make when carrying out a performance appraisal exercise, one of which being the possession of a "similar-to-me" bias (Alicke and Largo, 1995; Biernat *et al.*, 1997; Oliver *et al.*, 2005), whereby the rater uses him/herself as an anchor in assessing employee job performance. In the present study, the supervisors might have projected their own experience when rating the extra-role behaviour of their employees. The psychological contract theory and social information processing theory could also help illuminate the result. The former suggests that employees' understanding of their work obligations differs substantially from their employer's understanding (Rousseau, 1989; Morrison, 1994), while social information processing postulates that social actors make sense of their environment based on social and behavioural cues (Salancik and Pfeffer, 1978). Hence, when the employee and employer do not share a common cognitive understanding of the job, they are likely to have different interpretations of what it constitutes. Future research should consider how to control such a bias when utilising a supervisor rating of employee attitude and behaviour.

Overall, our study appears to support both the trait activation theory (Tett and Gutterman, 2000) and the person-situation interactionist framework (Mischel and Soda, 1995) by showing the validity of an integrated model that illustrates how paranoid personality traits directly influence psychological safety and indirectly influence FLEs' willingness to report complaints and engagement in extra-role service behaviours. Our study is particularly insightful in highlighting the significance of the psychological process of psychological safety. Such a finding signifies that the effect of a dark personality on work-related outcomes and behaviours is not necessarily direct; our theoretical understanding of its effect is better enhanced by examining how psychological processes generate the motivational, emotional, cognitive/mental and behavioural states related to the specific trait. Thus, we suggest that future research on this topic seriously considers psychological processes.

The empirical support for the person-situation interactionist framework (Mischel and Soda, 1995) in explaining how a focal, contextual factor of empathetic leadership can weaken the deleterious effects of paranoia traits on psychological safety and, subsequently, proactive work behaviours is also particularly significant. While empathetic leadership and paranoid personality traits have been studied independently as predictors of work outcomes (see, for example, Kock *et al.*, 2019; Forsyth *et al.*, 2012), little consideration has been given to their joint influence on employee outcomes. We demonstrated that a combination of these variables may offer a more comprehensive assessment of how leadership and individual personality influence employee attitudes and work behaviour. More importantly, our results suggest that while individuals may have a dark personality trait, it may not necessarily inhibit the

effective accomplishment of good job performance, especially when they receive the necessary support from their leader. Our finding implies that future research on dark personalities should consider relevant contextual factors that could mitigate the potentially negative effect of such personalities on work-related outcomes. The inclusion of such mitigating factors is necessary because individuals tend to bring both bright and dark personalities to work. Against this backdrop, organisations must develop a work environment that can manage the negative effects of the dark personalities so that organisational performance is not adversely affected (e.g., Smith *et al.*, 2016; Webster and Smith, 2019).

Practical implications

Several practical contributions of the study can be identified. First, since a paranoid personality was found to negatively affect proactive work behaviour (willingness to report complaints and extra-role behaviour), personality-assessment testing can be used to understand how to manage such a personality and how likely it is to affect work attitude and behaviour. This insight could be used by managers to understand their employees' training and development needs better. Second, as a personality trait represents an enduring individual characteristic, we recognise that adjusting it is not possible via training or other developmental programmes. However, as indicated by our findings, the work context itself could mitigate the negative effects of such a personality on work behaviour. We found that empathic leadership can indeed play such a role. Hence, we recommend that organisations aim to develop leaders' empathetic skills so that they can provide emotional and psychological support to employees who are distrustful, suspicious or sceptical of their colleagues. Specifically, training programmes should focus on developing and improving good listening skills, ways of understanding others, the ability to interpret what employees are feeling, sound emotional intelligence skills, trust-building and the strengthening of working relationships.

An additional practical implication is that supervisors should avoid exerting an adverse and negative effect on workers' behaviour but, instead, attempt to foster a working environment that minimises workers' negative anticipations, i.e. an environment in which individuals feel that they are psychologically safe and comfortable and have the freedom to express their opinions. Managers, therefore, should be more inclusive with respect to workers with ideas dissimilar to their own and encourage employee participation in giving advice.

Limitations and future directions

Although we attempted to attain a satisfactory balance between the key weaknesses and strengths by using multi-source and time-lag designs, there are several limitations of this research. While this study significantly contributes to the subject knowledge, as explained above, four essential limitations should be researched further. First, our data were obtained from workers employed in hospitality firms in the UAE. Future studies may consider testing and evaluating the same study variables and models in other countries, including the neighbouring Middle Eastern countries. By doing so, significant and meaningful comparisons could be made, and the discrepancy in the results could be properly attributed. In this way, the model's theoretical development might be enhanced further.

Second, the present study fundamentally focuses on the personality trait of paranoia, with empathetic leadership and psychological safety being the key determinants of FLEs' extra-role behaviour and willingness to report complaints. We propose that future research be carried out in regards to the following: (1) examining the negative impacts of employee paranoia on other outcomes related to work, such as employee career success and work engagement; (2) investigating other probable mediating mechanisms between the paranoia

trait and proactive behaviours, including negative emotions and interactive justice; (3) exploring other boundary conditions that might exacerbate or mitigate the influence of the paranoia trait on proactive behaviours, such as perceived organisational support, passive leadership and empowerment and (4) using experimental study designs to further test and replicate our study's findings.

A third limitation of our research is that the measurements of paranoid personality have not yet been well tested in an organisational context; future researchers, therefore, are recommended to use the same measurement in different organisational contexts to validate them. Fourth, while this research was limited to hospitality businesses. Future studies may consider examining the relevance of the above constructs and their influence on proactive behaviour in other service industries, as well as the manufacturing firms that utilise customer service as part of their business process.

References

Alicke, M.D. and Largo, E. (1995), "The role of self in the false consensus effect", *Journal of Experimental Social Psychology*, Vol. 31 No. 1, pp. 28-47.

American Psychiatric Association (2000), *Diagnostic and Statistical Manual of Mental Disorders*, Text Revision, 4th ed., American Psychiatric Association, Washington, DC.

Bakker, A.B. and Demerouti, E. (2007), "The job demands-resources model: state of the art", *Journal of Managerial Psychology*, Vol. 22, pp. 309-328.

Bani-Melhem, S. (2020), "What mitigate and exacerbate the influences of customer incivility on frontline employee extra-role behaviour?", *Journal of Hospitality and Tourism Management*, Vol. 44, pp. 38-49.

Bani-Melhem, S., Zeffane, R. and Albaity, M. (2018), "Determinants of employees' innovative behavior", *International Journal of Contemporary Hospitality Management*, Vol. 30 No. 3, pp. 1601-1620.

Bass, B.M. and Avolio, B.J. (1994), "Transformational leadership and organisational culture", *International Journal of Public Administration*, Vol. 17 Nos 3-4, pp. 541-554.

Bateson, J.E., Wirtz, J., Burke, E. and Vaughan, C. (2014), "Psychometric sifting to efficiently select the right service employees", *Managing Service Quality: International Journal*, Vol. 24 No. 5, pp. 418-433.

Bettencourt, L.A. and Brown, S.W. (1997), "Contact employees: relationships among workplace fairness, job satisfaction and prosocial service behaviors", *Journal of Retailing*, Vol. 73 No. 1, pp. 39-61.

Biernat, M., Manis, M. and Kobrynowicz, D. (1997), "Simultaneous assimilation and contrast effects in judgments of self and others", *Journal of Personality and Social Psychology*, Vol. 73 No. 2, pp. 254-269.

Borman, W.C. and Motowidlo, S.J. (1997), "Task performance and contextual performance: the meaning for personnel selection research", *Human Performance*, Vol. 10 No. 2, pp. 99-109.

Brislin, R.W. (1970), "Back-translation for cross-cultural research", *Journal of Cross-Cultural Psychology*, Vol. 1 No. 3, pp. 185-216.

Brown, S.P. and Leigh, T.W. (1996), "A new look at psychological climate and its relationship to job involvement, effort, and performance", *Journal of Applied Psychology*, Vol. 81 No. 4, pp. 358-368.

Buil, I., Martínez, E. and Matute, J. (2019), "Transformational leadership and employee performance: the role of identification, engagement and proactive personality", *International Journal of Hospitality Management*, Vol. 77, pp. 64-75.

Burke, R. (2006), "Leadership and spirituality", *Foresight*, Vol. 8 No. 6, pp. 14-25.

Chamorro-Premuzic, T., Von Stumm, S. and Furnham, A. (Eds) (2015), *The Wiley-Blackwell Handbook of Individual Differences*, Wiley-Blackwell, Oxford.

Chan, M.E. and McAllister, D.J. (2014), "Abusive supervision through the lens of employee state paranoia", *Academy of Management Review*, Vol. 39 No. 1, pp. 44-66.

Choi, L. and Hwang, J. (2019), "The role of prosocial and proactive personality in customer citizenship behaviors", *Journal of Consumer Marketing*, Vol. 36 No. 2, pp. 288-305.

Christian, M.S., Garza, A.S. and Slaughter, J.E. (2011), "Work engagement: a quantitative review and test of its relations with task and contextual performance", *Personnel Psychology*, Vol. 64 No. 1, pp. 89-136.

Crant, J.M. (2000), "Proactive behavior in organisations", *Journal of Management*, Vol. 26 No. 3, pp. 435-462.

Dahling, J.J., Melloy, R. and Thompson, M.N. (2013), "Financial strain and regional unemployment as barriers to job search self-efficacy: a test of social cognitive career theory", *Journal of Counselling Psychology*, Vol. 60 No. 2, pp. 210-218.

Derogatis, L.R. and Melisaratos, N. (1983), "The brief symptom inventory: an introductory report", *Psychological Medicine*, Vol. 13 No. 3, pp. 595-605.

Edmondson, A. (1999), "Psychological safety and learning behavior in work teams", *Administrative Science Quarterly*, Vol. 44 No. 2, pp. 350-383.

Edmondson, A.C. and Lei, Z. (2014), "Psychological safety: the history, renaissance, and future of an interpersonal construct", *Annual Review of Organisational Psychology and Organisational Behavior*, Vol. 1 No. 1, pp. 23-43.

Edmondson, A.C., Kramer, R.M. and Cook, K.S. (2004), "Psychological safety, trust, and learning in organisations: a group-level lens", in Kramer, R.M. and Cook, K.S. (Eds), *Trust and Distrust in Organisations: Dilemmas and Approaches*, The Russell Sage Foundation, New York, NY, pp. 239-272.

Forsyth, D.R., Banks, G.C. and McDaniel, M.A. (2012), "A meta-analysis of the dark triad and work behavior: a social exchange perspective", *Journal of Applied Psychology*, Vol. 97 No. 3, pp. 557-579.

Frazier, M.L. and Bowler, W.M. (2015), "Voice climate, supervisor undermining, and work outcomes: a group-level examination", *Journal of Management*, Vol. 41 No. 3, pp. 841-863.

Frazier, M.L. and Fainshmidt, S. (2012), "Voice climate, work outcomes, and the mediating role of psychological empowerment: a multilevel examination", *Group and Organisation Management*, Vol. 37 No. 6, pp. 691-715.

Frazier, M.L. and Tupper, C. (2018), "Supervisor prosocial motivation, employee thriving, and helping behavior: a trickle-down model of psychological safety", *Group and Organisation Management*, Vol. 43 No. 4, pp. 561-593.

Frazier, M.L., Fainshmidt, S., Klinger, R.L., Pezeshkan, A. and Vracheva, V. (2017), "Psychological safety: a meta-analytic review and extension", *Personnel Psychology*, Vol. 70 No. 1, pp. 113-165.

Freeman, D. (2007), "Suspicious minds: the psychology of persecutory delusions", *Clinical Psychology Review*, Vol. 27 No. 4, pp. 425-457.

Freeman, D., Evans, N. and Lister, R. (2012), "Gut feelings, deliberative thought, and paranoid ideation: a study of experiential and rational reasoning", *Psychiatry Research*, Vol. 197 Nos 1-2, pp. 119-122.

Furnham, A., Richards, S.C. and Paulhus, D.L. (2013), "The dark triad of personality: a 10 year review", *Social and Personality Psychology Compass*, Vol. 7 No. 3, pp. 199-216.

Furnham, A., Hyde, G. and Trickey, G. (2014), "Do your dark side traits fit? dysfunctional personalities in different work sectors", *Applied Psychology*, Vol. 63 No. 4, pp. 589-606.

Furtner, M.R., Maran, T. and Rauthmann, J.F. (2017), "Dark leadership: the role of leaders' dark triad personality traits", in Clark, M.G. and Gruber, C.W. (Eds), Leader Development Deconstructed, Annals of Theoretical Psychology *15*, Springer International Publishing, pp. 75-99, doi: 10.1007/978-3-319-64740-1_4.

Gao, L., Janssen, O. and Shi, K. (2011), "Leader trust and employee voice: the moderating role of empowering leader behaviors", *The Leadership Quarterly*, Vol. 22 No. 4, pp. 787-798.

Garg, S. and Dhar, R.L. (2016), "Extra-role customer service: the roles of leader–member exchange (LMX), affective commitment, and psychological empowerment", *International Journal of Hospitality and Tourism Administration*, Vol. 17 No. 4, pp. 373-396.

Gavin, M.B., Green, S.G. and Fairhurst, G.T. (1995), "Managerial control strategies for poor performance over time and the impact on subordinate reactions", *Organizational Behavior and Human Decision Processes*, Vol. 63 No. 2, pp. 207-221.

Geng, Z., Li, C., Bi, K., Zheng, H. and Yang, X. (2018), "Motivating service employee creativity: regulatory focus and emotional labour", *Journal of Service Theory and Practice*, Vol. 28 No. 2, pp. 228-249.

Grant, A.M. and Ashford, S.J. (2008), "The dynamics of proactivity at work", *Research in Organisational Behavior*, Vol. 28, pp. 3-34.

Guchait, P., Abbott, J.L., Lee, C.K., Back, K.J. and Manoharan, A. (2019), "The influence of perceived forgiveness climate on service recovery performance: the mediating effect of psychological safety and organisational fairness", *Journal of Hospitality and Tourism Management*, Vol. 40, pp. 94-102.

Hair, J.F., Black, W.C., BabinAnderson, B.J.R.E. and Tatham, R.I. (2006), *Multivariate Data Analysis*, 6th ed., Prentice-Hall, Upper Saddle River, NJ 2010.

Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010), *Multivariate Data Analysis*, 7th ed., Prentice-Hall, Upper Saddle River, NJ 2010.

Hair, J.F., Ringle, C.M. and Sarstedt, M. (2011), "PLS-SEM: indeed a silver bullet", *Journal of Marketing Theory and Practice*, Vol. 19 No. 2, pp. 139-152.

Hayes, A.F. (2015), "An index and test of linear moderated mediation", *Multivariate Behavioral Research*, Vol. 50 No. 1, pp. 1-22, doi: 10.1080/00273171.2014.962683.

Hayes, A.F. (2017), *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*, Guilford Publications, New York City, NY.

Haynie, J.J., Baur, J., Harris, J.N., Harris, S.G. and Moates, K.N. (2019), "When caring leaders are constrained: the impact of LMX differentiation on leader empathic concern in predicting discretionary work behaviors", *Journal of Leadership and Organisational Studies*, Vol. 26 No. 1, pp. 5-17.

Hirak, R., Peng, A.C., Carmeli, A. and Schaubroeck, J.M. (2012), "Linking leader inclusiveness to work unit performance: the importance of psychological safety and learning from failures", *The Leadership Quarterly*, Vol. 23 No. 1, pp. 107-117.

Hogan, R. (1995), *Hogan Personality Inventory*, Vol. 2, Hogan Assessment Systems, Tulsa, OK.

Hogan, R., Curphy, G.J. and Hogan, J. (1994), "What we know about leadership: effectiveness and personality", *American Psychologist*, Vol. 49 No. 6, pp. 493-405.

House, R.J. and Rizzo, J.R. (1972), "Role conflict and ambiguity as critical variables in a model of organisational behavior", *Organizational Behavior and Human Performance*, Vol. 7 No. 3, pp. 467-505.

Hu, H.H., Parsa, H.G., Chen, C.T. and Hu, H.Y. (2016), "Factors affecting employee willingness to report customer feedback", *Service Industries Journal*, Vol. 36 Nos 1-2, pp. 21-36.

Javed, B., Naqvi, SMMR, Khan, A.K., Arjoon, S. and Tayyeb, H.H. (2019), "Impact of inclusive leadership on innovative work behavior: the role of psychological safety", *Journal of Management and Organisation*, Vol. 25 No. 1, pp. 117-136.

Kahn, W.A. (1990), "Psychological conditions of personal engagement and disengagement at work", *Academy of Management Journal*, Vol. 33 No. 4, pp. 692-724.

Kim, P.B. and Carlson, K.D. (2016), "Agreement on service performance ratings between frontline employees and their supervisor", *Journal of Service Theory and Practice*, Vol. 26 No. 5, pp. 721-740.

Kingsley Westerman, C.Y., Reno, K.M. and Heuett, K.B. (2018), "Delivering feedback: supervisors' source credibility and communication competence", *International Journal of Business Communication*, Vol. 55 No. 4, pp. 526-546.

Kline, R.B. (2015), *Principles and Practice of Structural Equation Modelling*, Guilford Publications, New York City, NY.

Kock, N., Mayfield, M., Mayfield, J., Sexton, S. and De La Garza, L.M. (2019), "Empathetic leadership: how leader emotional support and understanding influences follower performance", *Journal of Leadership and Organisational Studies*, Vol. 26 No. 2, pp. 217-236.

Kong, D.T. (2016), "Ethnic minorities' paranoia and self-preservative work behaviors in response to perceived ethnic discrimination, with collective self-esteem as a buffer", *Journal of Occupational Health Psychology*, Vol. 21 No. 3, pp. 334-351.

Kramer, R.M. (2001), "1. Organisational paranoia: origins and dynamics", *Research in Organisational Behavior*, Vol. 23, pp. 1-42.

Kurtessis, J.N., Eisenberger, R., Ford, M.T., Buffardi, L.C., Stewart, K.A. and Adis, C.S. (2017), "Perceived organisational support: a meta-analytic evaluation of organisational support theory", *Journal of Management*, Vol. 43 No. 6, pp. 1854-1884.

Lam, M.L.L. (2017), "Empathetic leadership as an alternative paradigm for responsible supply chain management", in Muenjohn, N. and McMurray, A. (Eds), *The Palgrave Handbook of Leadership in Transforming Asia*, Palgrave Macmillan, London, pp. 295-314.

Liang, J., Farh, C.I. and Farh, J.L. (2012), "Psychological antecedents of promotive and prohibitive voice: a two-wave examination", *Academy of Management Journal*, Vol. 55 No. 1, pp. 71-92.

López-Cabarcos, M.Á., Machado-Lopes-Sampaio-de Pinho, A.I. and Vázquez-Rodríguez, P. (2015), "Organizational justice and personal initiative, mediating role of affective commitment", *Journal of Service Theory and Practice*, Vol. 25 No. 6, pp. 854-876.

Lopes, B.C., Kamau, C. and Jaspal, R. (2019), "Coping with perceived abusive supervision: the role of paranoia", *Journal of Leadership and Organizational Studies*, Vol. 26 No. 2, pp. 237-255.

Luria, G., Gal, I. and Yagil, D. (2009), "Employees' willingness to report service complaints", *Journal of Service Research*, Vol. 12 No. 2, pp. 156-174.

Lyons, S.T., Duxbury, L.E. and Higgins, C.A. (2006), "A comparison of the values and commitment of private sector, public sector, and parapublic sector employees", *Public Administration Review*, Vol. 66 No. 4, pp. 605-618.

Martinez, M.A., Zeichner, A., Reidy, D.E. and Miller, J.D. (2008), "Narcissism and displaced aggression: effects of positive, negative, and delayed feedback", *Personality and Individual Differences*, Vol. 44 No. 1, pp. 140-149.

May, D.R., Gilson, R.L. and Harter, L.M. (2004), "The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work", *Journal of Occupational and Organisational Psychology*, Vol. 77 No. 1, pp. 11-37.

Mayer, R.C. and Gavin, M.B. (2005), "Trust in management and performance: who minds the shop while the employees watch the boss?", *Academy of Management Journal*, Vol. 48 No. 5, pp. 874-888.

Mayfield, M. (2009), "Making garden variety creativity a strategic priority", *Business Strategy Series*, Vol. 10 No. 6, pp. 345-351.

Mayfield, J. and Mayfield, M. (2012), "The relationship between leader motivating language and self-efficacy: a partial least squares model analysis", *Journal of Business Communication*, Vol. 49 No. 4, pp. 357-376.

Mayfield, M. and Mayfield, J. (2016), "The effects of leader motivating language use on employee decision making", *International Journal of Business Communication*, Vol. 53 No. 4, pp. 465-484.

Mayfield, J., Mayfield, M. and Neck, C.P. (2017), "Speaking to the self: how motivating language links with self-leadership", *International Journal of Business Communication*, pp. 1-24.

Miao, Q., Eva, N., Newman, A. and Cooper, B. (2019), "CEO entrepreneurial leadership and performance outcomes of top management teams in entrepreneurial ventures: the mediating effects of psychological safety", *Journal of Small Business Management*, Vol. 57 No. 3, pp. 1119-1135.

Miller, L. (2003), "Personalities at work: understanding and managing human nature on the job", *Public Personnel Management*, Vol. 32 No. 3, pp. 419-434.

Miller, M. (2009), "Transformational leadership behaviors and empathy with action", *Transformation*, Vol. 26 No. 1, pp. 45-59.

Milliken, F.J., Morrison, E.W. and Hewlin, P.F. (2003), "An exploratory study of employee silence: issues that employees don't communicate upward and why", *Journal of Management Studies*, Vol. 40 No. 6, pp. 1453-1476.

Mischel, W. and Shoda, Y. (1995), "A cognitive-affective system theory of personality: reconceptualising situations, dispositions, dynamics, and invariance in personality structure", *Psychological Review*, Vol. 102 No. 2, pp. 246-268.

Mischel, W. and Shoda, Y. (1998), "Reconciling processing dynamics and personality dispositions", *Annual Review of Psychology*, Vol. 49 No. 1, pp. 229-258.

Morrison, E.W. (1994), "Role definitions and organisational citizenship behavior: the importance of the employee's perspective", *Academy of Management Journal*, Vol. 37 No. 6, pp. 1543-1567.

Murray, H.A. (1938), *Explorations in Personality: A Clinical and Experimental Study of Fifty Men of College Age*, Oxford University Press, London.

Oliver, J., Bakker, A.B., Demerouti, E. and De Jong, R.D. (2005), "Projection of own on others' job characteristics: evidence for the false consensus effect in job characteristics information", *International Journal of Selection and Assessment*, Vol. 13 No. 1, pp. 63-74.

Owens, B.P., Wallace, A.S. and Waldman, D.A. (2015), "Leader narcissism and follower outcomes: the counterbalancing effect of leader humility", *Journal of Applied Psychology*, Vol. 100 No. 4, pp. 1203-1213.

Pasamehmetoglu, A., Guchait, P., Tracey, J.B., Cunningham, C.J.L. and Lei, P. (2017), "The moderating effect of supervisor and coworker support for error management on service recovery performance and helping behaviors", *Journal of Service Theory and Practice*, Vol. 27 No. 1, pp. 2-22.

Paulhus, D.L. (2014), "Toward a taxonomy of dark personalities", *Current Directions in Psychological Science*, Vol. 23 No. 6, pp. 421-426.

Paulhus, D.L. and Williams, K.M. (2002), "The dark triad of personality: narcissism, Machiavellianism, and psychopathy", *Journal of Research in Personality*, Vol. 36 No. 6, pp. 556-563.

Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903.

Popli, S. and Rizvi, I.A. (2017), "Leadership style and service orientation: the catalytic role of employee engagement", *Journal of Service Theory and Practice*, Vol. 27 No. 1, pp. 292-310.

Rank, J., Carsten, J.M., Unger, J.M. and Spector, P.E. (2007), "Proactive customer service performance: relationships with individual, task, and leadership variables", *Human Performance*, Vol. 20 No. 4, pp. 363-390.

Rauthmann, J.F. and Kolar, G.P. (2012), "How 'dark' are the Dark Triad traits? Examining the perceived darkness of narcissism, machiavellianism, and psychopathy", *Personality and Individual Differences*, Vol. 53 No. 7, pp. 884-889.

Rhoades, L. and Eisenberger, R. (2002), "Perceived organisational support: a review of the literature", *Journal of Applied Psychology*, Vol. 87 No. 4, pp. 698-714.

Roberts, B.W., Walton, K., Bogg, T. and Caspi, A. (2006), "De-investment in work and non-normative personality trait change in young adulthood", *European Journal of Personality: Published for the European Association of Personality Psychology*, Vol. 20 No. 6, pp. 461-474.

Rousseau, D.M. (1989), "Psychological and implied contracts in organisations", *Employee Responsibilities and Rights Journal*, Vol. 2 No. 2, pp. 121-139.

Salancik, G.R. and Pfeffer, J. (1978), "A social information processing approach to job attitudes and task design", *Administrative Science Quarterly*, Vol. 23 No. 2, pp. 224-253.

Schein, E.H. and Bennis, W.G. (1965), *Personal and Organisational Change through Group Methods: The Laboratory Approach*, Wiley, New York, NY.

Smith, M.B., Craig Wallace, J. and Jordan, P. (2016), "When the dark ones become darker: how promotion focus moderates the effects of the dark triad on supervisor performance ratings", *Journal of Organisational Behavior*, Vol. 37 No. 2, pp. 236-254.

Sok, K.M., Sok, P., Snell, L. and Qiu, P. (2018), "Does transformational leadership always matter in frontline service roles?", *Journal of Service Theory and Practice*, Vol. 28 No. 6, pp. 733-751.

Spain, S.M., Harms, P. and LeBreton, J.M. (2014), "The dark side of personality at work", *Journal of Organisational Behavior*, Vol. 35 No. S1, pp. S41-S60.

Tett, R.P. and Burnett, D.D. (2003), "A personality trait-based interactionist model of job performance", *Journal of Applied Psychology*, Vol. 88 No. 3, pp. 500-517.

Tett, R.P. and Guterman, H.A. (2000), "Situation trait relevance, trait expression, and cross-situational consistency: testing a principle of trait activation", *Journal of Research in Personality*, Vol. 34 No. 4, pp. 397-423.

Thomaes, S., Brummelman, E., Miller, J.D. and Lilienfeld, S.O. (2017), "The dark personality and psychopathology: toward a brighter future", *Journal of Abnormal Psychology*, Vol. 126 No. 7, pp. 835-842.

Van Dyne, L. and LePine, J.A. (1998), "Helping and voice extra-role behaviors: evidence of construct and predictive validity", *Academy of Management Journal*, Vol. 41 No. 1, pp. 108-119.

Van Quaquebeke, N. (2016), "Paranoia as an antecedent and consequence of getting ahead in organisations: time-lagged effects between paranoid cognitions, self-monitoring, and changes in span of control", *Frontiers in Psychology*, Vol. 7, p. 1446.

Van Vaerenbergh, Y. and Orsingher, C. (2016), "Service recovery: an integrative framework and research agenda", *Academy of Management Perspectives*, Vol. 30 No. 3, pp. 328-346.

Walsh, G., Yang, Z., Dose, D. and Hille, P. (2015), "The effect of job-related demands and resources on service employees' willingness to report complaints: Germany versus China", *Journal of Service Research*, Vol. 18 No. 2, pp. 193-209.

Walsh, G., Yang, Z., Dahling, J., Schaarschmidt, M. and Takahashi, I. (2019), "Effects of service employees' negative personality traits on emotional labour and job satisfaction", *Management Decision*, Vol. 58 No. 6, pp. 1035-1052.

Walumbwa, F.O. and Schaubroeck, J. (2009), "Leader personality traits and employee voice behavior: mediating roles of ethical leadership and work group psychological safety", *Journal of Applied Psychology*, Vol. 94 No. 5, pp. 1275-86.

Wang, Y., Liu, J. and Zhu, Y. (2018), "Humble leadership, psychological safety, knowledge sharing, and follower creativity: a cross-level investigation", *Frontiers in Psychology*, Vol. 9, p. 1727, doi: 10.3389/fpsyg.2018.01727.

Webster, B.D. and Smith, M.B. (2019), "The dark triad and organisational citizenship behaviors: the moderating role of high involvement management climate", *Journal of Business and Psychology*, Vol. 34 No. 5, pp. 621-635.

Wood, D., Harms, P. and Vazire, S. (2010), "Perceiver effects as projective tests: what your perceptions of others say about you", *Journal of Personality and Social Psychology*, Vol. 99 No. 1, pp. 174-90.

Zhao, X., Lynch, J.G. Jr and Chen, Q. (2010), "Reconsidering Baron and Kenny: myths and truths about mediation analysis", *Journal of Consumer Research*, Vol. 37, pp. 197-206.

Further reading

Skinner, C. and Spurgeon, P. (2005), "Valuing empathy and emotional intelligence in health leadership: a study of empathy, leadership behavior and outcome effectiveness", *Health Services Management Research*, Vol. 18 No. 1, pp. 1-12.

About the authors

Shaker Bani-Melhem is currently Assistant Professor in Management and HRM in the College of Business Administration at the University of Sharjah, United Arab Emirates. His research interests include Organizational Behaviour, Human Resource Management, and Tourism and Hospitality Management. He has published in numerous prestigious academic journals (Ranked "Q1" in the SJR and "A" in the ABDC) such as International Journal of Contemporary Hospitality Management, Journal of Hospitality and Tourism Management, Journal of Business and Psychology, Journal of Hospitality Marketing and Management and Tourism Management Perspectives. Shaker Bani-Melhem is the corresponding author and can be contacted at: ssaleh@sharjah.ac.ae

Faridahwati Mohd. Shamsudin is associate professor of management at the School of Business Administration, Al Akhawayn University in Ifrane, Morocco. She received a master's degree in human resource management from the University of Saskatchewan, Canada and a doctoral degree in behavior in organization from the University of Lancaster, UK. She was previously attached to the Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. Her research interests are related to workplace deviance/misbehavior, influence of human resource management practices on employee attitudes and behavior; negative/dysfunctional/ineffective leadership; role of organizations in environmental sustainability.

Rawan Mazen Abukhait is an Assistant Professor in Innovation Management, in the College of Business Administration at the Ajman University, United Arab Emirates. She received a Master degree in Quality Management from the University of Wollongong (Dubai) and a PhD in Business Administration from the University of Western Sydney, Australia. Her main research interests are in the areas of Innovation Management, Human Resource Management and Employee Motivation.

Samina Quratulain is an assistant professor in College of Business Administration at University of Sharjah, United Arab Emirates. Her research interests are focused on employee–organization exchange relationships, abusive supervision, public service motivation, reciprocity norms and organizational citizenship behaviours.